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BRIAN HINKLEY

ALDERMAN - WARD 3

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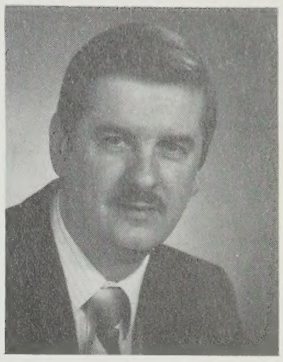

April 24, 1984.

Municipal Collections Section,
Hamilton Public Library,
55 York Boulevard,
Hamilton, Ontario.
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Dear Sir/Madam:

Please find enclosed for your information, use, and records my second report on "Time Spent".

This is a paper documenting my time spent for the year 1983 on my elected duties as an Alderman for the City of Hamilton and a Councillor for the Region of Hamilton-Wentworth.

The most significant pages to refer to in this study can be found under the headings "Conclusions", page 7, and "Comparisons with the 1979 Time Spent Documentation", page 8.

For further information please contact the above.

Yours very truly,

Brian Hinkley

Brian Hinkley,
Alderman, Ward 3.

BH/njb
Encl.

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2ND REPORT

ON

TIME SPENT

BY

ALDERMAN BRIAN HINKLEY

A PAPER DOCUMENTING TIME SPENT BY ALDERMAN BRIAN HINKLEY FOR THE YEAR 1983 ON ELECTED DUTIES AS AN ALDERMAN FOR THE CITY OF HAMILTON AND A COUNCILLOR FOR THE REGION OF HAMILTON-WENTWORTH.

APRIL 1984

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INTRODUCTION

During the year 1979 I first documented the time I spent as an Alderman representing Ward Three of the City of Hamilton and a Regional Councillor for the Region of Hamilton-Wentworth. The reasons for undertaking the initial documentation are outlined in that report.

I found the exercise useful in determining actual time spent on various civic responsibilities. By examining and logging in detail various activities I was able to assess how my productive time could best be allocated and budgeted.

This report represents fairly accurately the amount of time spent on the various civic responsibilities related to my elected office for the year 1983. It is patterned after the 1979 study with a few modifications to better reflect the manner in which I operated in 1983 which was somewhat different in terms of certain activity components. This is further explained under the heading "Procedure".

It is a constant source of intrigue and mystery to me how certain myths and public misconceptions are perpetuated and grow long after true facts and obvious observation by those closer to the scene should have produced a clearer understanding of the truth.

There are certain myths that abound and flourish and are nothing short of unconscionable. Some examples are the following statements:

"A City Alderman's job is part-time."

"An Alderman only attends four meetings a month." "I know this because I watch the Council meetings on Cable 4."

"I wouldn't mind receiving $25,000 a year for the little work they do."

These statements and other similar remarks are nurtured and may I suggest encouraged by <u>some</u> of the local media.

Hopefully this documentation will find its way into the hands of educators and instructors who teach municipal politics. I expect the information may be useful for students, would-be politicans, community groups and the general public in fostering a better understanding of this aspect of municipal politics.

It should be noted, however, that this study is highly individualized as it applies to my own method of operating when fulfilling my civic duties. To automatically translate this study to be totally reflective of all members of City or Regional Council would not be fair. Members of Council are individuals and being so have different styles and methods of carrying out their work. However, general comparisons can be gleaned from this documentation.

OBJECTIVE

The objective of this study parallels that of the 1979 study with slight variations. This is a documentation of all time spent on duties related to the elected offices of City Alderman and Regional Councillor.

For the purposes of this study, the time recorded was logged on the basis of the two elected offices being one. It is extremely difficult, if not impossible, to separate the two levels of government and duties relating thereto.

In the 1979 study, I did record time spent at Regional and City Council and committee meetings separately. I did not determine any need or benefit to do so again in this study. They will, therefore, appear as a single activity component.

PROCEDURE

The process was basically the same as that followed in the 1979 study. For the first four months of the study I attempted to record time to the nearest 15 minutes per activity component. I found this exactness too difficult and reverted to the 1979 method of recording time to the nearest half hour.

The total time recorded for each day would never exceed the total time spent as an aggregate of all the activity components.

After giving some consideration to my changed method of operating and budgeting my time since the 1979 study I made the necessary adjustment when determining the most appropriate activity components. In order to keep the number of activity components down to a manageable number, some activities were grouped together under one heading.

Because of the nature of an Alderman's job it is impossible to categorize all activities or functions into their own neat little packages. There are many overlapping duties that often take place. Sometimes while waiting for a matter at a committee meeting, of which I am not a member, I may be proofreading letters, signing letters, reading reports, etc. Often when travelling to and from destinations through my ward I will check on various ward problems or stop off to talk with constituents. Almost all Aldermen are confronted with business when vacationing, shopping, walking the dog or playing tennis. It is not uncommon to have constituents walk into my backyard on a Sunday afternoon when I am entertaining friends.

I have found since the 1979 study an enormous increase in time spent with discussing matters with other Members of Council. Part of this is due to time spent with the N.D.P. Caucus members. However, a great deal more time is spent on various policy matters related to Parks and Recreation and Social Services, as I am the Chairman of these two Committees.

There has also been a great increase in time discussing matters with the Mayor. A curious additional development is taking place whereby several policy and ward matters are being referred to me by Members of Council to be dealt with rather than going to the respective departments.

I also found an increase from the media for interviews and supplying information for news articles. This is not to be confused with the brief newsclips or comments but rather meetings involving extensive discussions. I wasn't sure how much time this would amount to, but it seemed the requests for my time from the media was increasing. I, therefore, decided to add this activity component.

Another area that I found myself spending more time was attending various types of courts. (ie. inquests, Ontario Municipal Board Hearings, Committee of Adjustment meetings, etc.)

I have also found that I am spending more time discussing matters with City and Regional staff than in 1979.

Therefore, the activity components for this study are in some areas quite different from the 1979 study.

I arrived at fifteen activity components, broken down in the following manner:

CODE	TIME SPENT
CCM	at all City and Regional Council and Committee Meetings
P	talking on the telephone
RR	reading agendas, etc., and doing research
FEST	attending civic, social and official functions, events, seminars, conferences and tours
DMC	discussions with Members of Council
LW	writing and dictating letters
F	filing material, correspondence and arranging weekly schedules

CODE	TIME SPENT
CA	meeting with constituents
CABM	attending community agency or board meetings
SAM	staff and agenda meetings
NCM	neighbourhood and community meetings
CRA	attending various courts or semi-judicial boards and committees
RT	recording of time
MM	meetings with the media
CS	taping Cable 4 T.V. Show

CONCLUSIONS

Using the figures provided by this documentation, the following conclusions were reached:

1. The actual time spent on activities related to my elected offices as a City Alderman and Regional Councillor for the year 1983 totalled 3142.5 hours.

2. The most time spent on a single activity component was time spent at City and Regional Council and Committee meetings (720.75 hours).

3. The month of March proved to be the busiest.

4. The month of December proved to be the least busiest.

5. The average time spent per day is 8.61 hours (based on a seven day week. In actuality the week days would average approximately 10 hours a day with the weekends approximately 5 hours a day).

6. The average time spent per week is 60.27 hours.

7. The average hourly wage is $7.96.

8. The 126 functions attended in 1983 averages 10½ functions each month.

COMPARISONS WITH THE 1979 TIME SPENT DOCUMENTATION

	SUBJECT	1979	1983
1.	Total time spent	2666 hrs.	3142.5 hrs.
2.	Average hourly week	51.98 hrs.	60.27 hrs.
3.	Average hourly day	7.4 hrs.	8.61 hrs.
4.	Average hourly wage	$7.50	$7.96
5.	Busiest month	January	March
6.	Least busiest month	December	December
7.	Time spent at Regional and City Council and Committee meetings	540 hrs.	720.75 hrs.
8.	Time spent on telephone	537.5 hrs.	482.75 hrs.
9.	Reading and research	420.5 hrs.	348.5 hrs.
10.	Functions, events, seminars, tours	260.5 hrs.	406.5 hrs.
11.	Functions, events, seminars, tours	79	126
12.	Neighbourhood & Community meetings	26.5 hrs.	138.5 hrs.
13.	Constituent Appointments	111.5 hrs.	163.5 hrs.

TIME DEMAND PLACED UPON THE VARIOUS ACTIVITY COMPONENTS AND CORRESPONDING PERCENTAGES

ACTIVITY	TIME (IN HRS.)	APPROXIMATE PERCENTAGE
CCM	720.75	22.9
P	482.75	15.4
FEST	406.5	12.9
RR	348.5	11.0
DMC	174.5	5.6
LW	171.75	5.5
CA	163.5	5.2
F	151.5	4.8
CABM	142.0	4.5
NCM	138.5	4.4
SAM	103.75	3.3
RT	50.5	1.6
CRA	42.0	1.3
CS	24.5	.8
MM	21.5	.7
TOTAL	3142.50	99.9

MONTHLY ANALYSIS IN ORDER OF GREATEST TIME DEMAND

ORDER	MONTH	TIME (IN HRS.)
1	March	330.25
2	January	310
3	April	288.5
4	June	276
5	May	275
6	November	271.5
7	August	263
8	February	250.75
9	September	240
10	October	224
11	July	208.5
12	December	205
	TOTAL	3142.50

THREE CATEGORIES OF STATISTICAL BREAKDOWN

1. Average Hourly Day - 8.61 Hours

NOTE: The calculation is based on total hours of 3142.5 over the yearly period of 365 days. No allowance has been given for statutory holidays or vacation time.

3142.5 hours ÷ 365 days = 8.61 hrs. per day

(If 14 days allowance was provided for vacation and 10 days for statutory holidays, the calculation would be as follows:

3142.5 hours ÷ 341 days = 9.26 hrs. per day

2. Average Hourly Week - 60.27 Hours

(based on a 7 day week)

8.61 hrs. per day X 7 days = 60.27 hrs. per week

3. Average Hourly Wage - $7.96

(Alderman)	City	$11,500
(Councillor)	Region ...	13,500
		$25,000 per year

$25,000 ÷ 3142.5 hours = $7.96 per hour

MONTH OF JANUARY

CCM	-	76.0
P	-	38.25
RR	-	30.25
FEST	-	32.5
DMC	-	25.5
LW	-	18.75
F	-	17.0
CA	-	16.75
CABM	-	11.75
SAM	-	17.25
NCM	-	8.0
CRA	-	7.0
RT	-	6.0
MM	-	2.5
CS	-	2.5
	TOTAL	310.0

31 Days

Average Hours Per day - 10

Average Hours Per Week - 70

MONTH OF FEBRUARY

CCM	-	70.5
P	-	41.0
RR	-	27.25
FEST	-	22.5
DMC	-	15.0
LW	-	18.5
F	-	10.5
CA	-	11.5
CABM	-	12.25
SAM	-	10.5
NCM	-	2.0
CRA	-	----
RT	-	5.0
MM	-	2.75
CS	-	1.5
TOTAL HOURS		250.75

28 Days

Average Hours Per Day - 8.95

Average Hours Per Week - 62.69

MONTH OF MARCH

CCM	-	89.0
P	-	60.0
RR	-	44.0
FEST	-	10.5
DMC	-	22.5
LW	-	11.5
F	-	17.5
CA	-	7.5
CABM	-	21.0
SAM	-	13.5
NCM	-	14.0
CRA	-	10.0
RT	-	4.0
MM	-	3.25
CS	-	2.0
TOTAL HOURS		330.25

31 Days

Average Hours Per Day - 10.65

Average Hours Per Week - 74.57

MONTH OF APRIL

CCM	-	63.25
P	-	34.0
RR	-	46.5
FEST	-	29.0
DMC	-	17.5
LW	-	11.0
F	-	16.5
CA	-	20.75
CABM	-	16.0
SAM	-	8.0
NCM	-	17.0
CRA	-	----
RT	-	6.5
MM	-	.5
CS	-	2.0
	TOTAL HOURS	288.5

30 Days

Average Hours Per Day - 9.62

Average Hours Per Week - 67.32

MONTH OF MAY

CCM	-	51.0
P	-	46.0
RR	-	28.5
FEST	-	34.5
DMC	-	17.0
LW	-	22.0
F	-	14.5
CA	-	14.5
CABM	-	18.5
SAM	-	8.5
NCM	-	10.5
CRA	-	4.5
RT	-	3.0
MM	-	.5
CS	-	1.5
TOTAL HOURS		275.0

31 Days

Average Hours Per Day - 8.87

Average Hours Per Week - 62.09

MONTH OF JUNE

CCM	-	56.5
P	-	44.5
RR	-	15.5
FEST	-	56.0
DMC	-	17.5
LW	-	17.0
F	-	11.5
CA	-	17.0
CABM	-	14.0
SAM	-	4.5
NCM	-	12.5
CRA	-	.5
RT	-	4.0
MM	-	2.0
CS	-	3.0
TOTAL HOURS		276.0

30 Days

Average Hours Per Day - 9.2

Average Hours Per Week - 64.4

MONTH OF JULY

CCM	-	35.0
P	-	51.5
RR	-	20.0
FEST	-	13.5
DMC	-	8.5
LW	-	19.5
F	-	14.5
CA	-	10.5
CABM	-	5.0
SAM	-	7.0
NCM	-	18.0
CRA	-	----
RT	-	3.5
MM	-	----
CS	-	2.0
TOTAL HOURS		208.5

31 Days

Average Hours Per Day - 6.72

Average Hours Per Week - 47.0

MONTH OF AUGUST

CCM	-	29.0
P	-	35.5
RR	-	19.5
* FEST	-	96.0
DMC	-	8.5
LW	-	8.5
F	-	13.0
CA	-	16.5
CABM	-	6.0
SAM	-	5.5
NCM	-	16.0
CRA	-	----
RT	-	4.0
MM	-	3.0
CS	-	2.0
TOTAL HOURS		263.0

31 Days

Average Hours Per Day - 8.48

Average Hours Per Week - 59.39

* NOTE: Between August 14 - 19th, I attended The Canadian Parks and Recreation Association Convention. The total time spent at the convention if recorded as such would result in an inflated figure. Therefore, the average time spent on all other activities was used as the figure for the 6 day convention. (ie. 8.48 hours per day X 6 = 51 hours)

MONTH OF SEPTEMBER

CCM	-	64.0
P	-	32.5
RR	-	23.5
* FEST	-	58.0
DMC	-	7.5
LW	-	3.5
F	-	6.5
CA	-	15.5
CABM	-	8.5
SAM	-	5.0
NCM	-	10.0
CRA	-	----
RT	-	1.5
MM	-	1.0
CS	-	3.0
TOTAL HOURS		240.0

30 Days

Average Hours Per Day - 8

Average Hours Per Week - 56

* NOTE: On September 18th, 19th, 20th, 25th, 26th, 27th, I visited various arena facilities to investigate the management operations of these facilities. To record the total time spent on this tour would result in an inflated figure. Therefore, the average time spent on all other activities was used as the figure for the 4½ day tour (ie. 8 X 4.5 = 36 hrs.)

MONTH OF OCTOBER

CCM	-	52.0
P	-	35.5
RR	-	23.5
FEST	-	24.0
DMC	-	12.5
LW	-	16.5
F	-	14.5
CA	-	11.5
CABM	-	13.0
SAM	-	7.5
NCM	-	9.5
CRA	-	----
RT	-	3.0
MM	-	1.0
CS	-	----
TOTAL HOURS		224.0

31 Days

Average Hours Per Day - 7.22

Average Hours Per Week - 50.58

MONTH OF NOVEMBER

CCM	-	74.0
P	-	36.5
RR	-	30.5
FEST	-	15.0
DMC	-	12.5
LW	-	14.5
F	-	9.0
CA	-	12.0
CABM	-	8.5
SAM	-	9.5
NCM	-	19.5
CRA	-	20.0
RT	-	3.0
MM	-	4.0
CS	-	3.0
TOTAL HOURS		271.5

30 Days

Average Hours Per Day - 9.05

Average Hours Per Week - 63.35

MONTH OF DECEMBER

CCM	-	60.5
P	-	27.5
RR	-	39.5
FEST	-	15.0
DMC	-	10.0
LW	-	10.5
F	-	6.5
CA	-	9.5
CABM	-	7.5
SAM	-	7.0
NCM	-	1.5
CRA	-	----
RT	-	7.0
MM	-	1.0
CS	-	2.0
TOTAL HOURS		205.0

31 Days

Average Hours Per Day - 6.61

Average Hours Per Week - 46.29

PLACES VISITED AND OFFICIAL FUNCTIONS ATTENDED

DURING THE YEAR 1983

	PLACE OR FUNCTION	DATE
1.	Tour Red Hill Freeway Route	Jan. 3
2.	Regional Councillors Orientation	" 7
3.	Social Services Committee Orientation	" 8
4.	Catholic Children's Aid Society - Open New Office	" 10
5.	Donnici Social Club Opening	" 16
6.	Regional Councillors' Tour - Police Administration Headquarters	" 18
7.	Philos Club Civic Night	" 19
8.	C. C. Parker Reception	" 27
9.	Ryerson School Site Reception	" 27
10.	Jack Wooldridge Retirement	" 28
11.	Mundialization - World Religions	" 30
12.	Tour of Amstel Brewery	Feb. 3
13.	Winterfest Opening	" 3
14.	Neighbourhood Improvement Committee Dinner	" 8
15.	Bob Rae visits with Council Members	" 9
16.	Parents Without Partners Installation Banquet	" 12
17.	American Officials, re: Free Trade Zones	" 13
18.	Address to Hamilton & District Labour Council	" 17
19.	Forum on Jobs	" 21
20.	Status of Women - re: Not a Love Story	" 22
21.	Leisure Symposium Workshop	" 23
22.	Address Hamilton Centre N.D.P.	" 24
23.	W.R.A.U.C.C. Rally for Jobs	" 25
24.	Nuclear Forum - McMaster/Spectator	Mar. 9

PLACE OR FUNCTION		DATE	
25.	Hamilton Youth Hostel - Hockey Game	Mar.	12
26.	Wheelchair Repair Group - 155 Queen St. N.	"	15
27.	Environmentalist of the Year Dinner	"	18
28.	Ian Waddell visits Jobs Committee	"	25
29.	United Way - Labour Appreciation Night	"	30
30.	Amstel Brewery - Mount Everest Climbers	Apr.	7
31.	50th Anniversary Ukrainian Presbyterian Church	"	10
32.	O.F.L. Wine & Cheese Reception	"	14
33.	O.F.L. Forum on Unemployment	"	14
34.	Visiting Workers at Consolidated Bathurst	"	15
35.	Y.M.C.A. Annual Meeting	"	19
36.	Press Club - Nordair Reception	"	21
37.	Opening of St. Elizabeth Village	"	22
38.	Ontario Sports Awards - Toronto	"	22
39.	New Westminster Church Service - Wheelchair Lift Dedication	"	24
40.	Opening of St. John's Place Seniors' Centre	"	28
41.	Canadian Professional Soccer Reception	"	29
42.	United Way Annual Meeting	May	4
43.	Mother & Child Week Program	"	6
44.	Beacon Hill 10th Anniversary	"	11
45.	Tour Ottawa Street "Y"	"	12
46.	Tour Hamilton Region Conservation Authority Projects	"	14
47.	Gage Park National Fitness Week	"	15
48.	Tiger-Cat Kick-off Season Reception	"	16
49.	Bank of Commerce Dinner	"	16
50.	Address Masons on Arena Project	"	24
51.	Meet with Toronto politicians	"	25
52.	Attend Bureau of Municipal Research Annual Meeting	"	25

PLACE OF FUNCTION		DATE
53.	Opening of Pier 12 - Hamilton Harbour	May 26
54.	Theatre Aquarius 10th Anniversary	May 30
55.	Lonar Fund raising Dance	June 3
56.	Ontario Municipal Social Services Assoc. (OMSSA)	" 5
57.	OMSSA Convention	" 6
58.	OMSSA Convention	" 7
59.	OMSSA Convention	" 8
60.	Opening of Renovated Harbour Rescue Mission	" 9
61.	Status of Women's Networking Meeting	" 9
62.	Opening of L.I.U.N.A. Seniors Apartments	" 10
63.	Re-opening of Gold Key Restaurant	" 10
64.	Hamilton Veterans Decoration Day Service	" 12
65.	Portuguese Celebrations Dundurn Park	" 12
66.	Bill Powell Tribute Dinner	" 13
67.	Y.W.C.A. Dream Home Opening	" 15
68.	Opening of J. C. Beemer Park	" 16
69.	Association of Municipalities Conference (A.M.O.)	" 17
70.	Bar-b-que for Cancer - Mountain Barn	" 18
71.	Peace March and Festival	" 18
72.	Opening of Wave Action Pool (special guests)	" 18
73.	Reception for International Air Show	" 18
74.	Macassa Lodge - Seniors Week	" 19
75.	Business and Industrial Conference	" 22
76.	Business and Industrial Conference	" 23
77.	Opening of Downtown Promenade	" 25
78.	Official Opening of Wave Action Pool	" 25
79.	Check out Ivor Wynne Stadium	" 30
80.	It's Your Day, Gage Park	July 1

PLACE OF FUNCTION		DATE	
81.	Tour of Confederation Park	July	7
82.	Gordon Dean Reception	"	8
83.	Opening of Mr. Merlin's Restaurant	"	20
84.	Skyway Bridge Groundbreaking	"	25
85.	Tour various City Parks and Recreation facilities	"	28
86.	Groundbreaking Trade Centre/Arena	Aug.	2
87.	Farewell Party for John Morand	"	4
88.	Italo Canadian Italian Festival	"	5
89.	Festival of Friends	"	6
90.	Fire Fighters Civic Banquet	"	8
91.	Fire Fighters Annual Banquet	"	10
92.	Opening of Barton Street Kiwanis Project	"	11
93.	Canadian Parks & Recreation Convention	"	14 - 19
94.	Association of Municipalities of Ontario Convention	"	21 - 24
95.	Amstel Brewery Expansion Reception	"	24
96.	Murray McCulloch Retirement Dinner	"	25
97.	Labour Day Ceremonies & Festivities	Sept.	5
98.	Mount Hamilton Football Assoc. - Ivor Wynne	"	11
99.	Tour Various Arena Facilities - Minneapolis	"	18 - 20
100.	Tour Various Arena Facilities - New York	"	25 - 27
101.	City Hall Open House	"	27
102.	Address Workshop for Welfare Advocates	"	30
103.	Speak to Mohawk Students on Civic Government	Oct.	4
104.	Reception for C.A.F. Snowbirds	"	4
105.	Opening of Sir Allan MacNab Recreation Centre	"	5
106.	Economic Futures Conference	"	6 - 7
107.	Centre Mall Expansion Opening	"	12
108.	Hometown Reception	"	14

PLACE OF FUNCTION		DATE	
109.	Opening of Rosedale Tennis Courts	Oct.	28
110.	Mum Show Opening	"	29
111.	Tour Allarco Lands	Nov.	2
112.	Foster Parents Recognition Night	"	4
113.	Remembrance Day Service	"	13
114.	Tour Arena Site	"	18
115.	Presentation in Mayor's Office	"	22
116.	Visit Water Works Repair Shop	"	28
117.	Canadian Club Luncheon - Bob White	Dec.	2
118.	Jewish Celebration	"	5
119.	Macassa Lodge - Red Hill Day Care Xmas Party	Dec.	13
120.	Social Planning & Research Council Xmas Party	"	16
121.	Seminar on Parliamentary Procedure	"	19
122.	LONAR Xmas Tea	"	21
123.	City Hall Carol Sing-a-long	"	22
124.	Webb McFarland's Retirement Dinner	"	29

CITY AND REGIONAL COUNCIL AND STANDING COMMITTEE MEETINGS FOR 1983

The following documentation lists the number of meetings that I attended as it relates to Council and the Standing Committees that I sit on. The other special committees, sub-committees, boards, etc. are listed separately but the attendance documentation was not compiled.

BODY	TYPE	NUMBER HELD	NUMBER ATTENDED	PERCENTAGE
City Council	Regular	20	20	100%
City Council	Special	7	7	100%
Regional Council	Regular	20	20	100%
Regional Council	Special	2	2	100%
Social Services Committee	Regular	12	12	100%
Social Services Committee	Special	1	1	100%
Parks & Recreation Committee	Regular	19	19	100%
Parks & Recreation Committee	Special	7	7	100%
City Personnel Committee	Regular	15	15	100%
City Personnel Committee	Special	5	5	100%
City Finance Committee	Regular	20	20	100%
City Finance Committee	Special	2	2	100%
Regional Finance Committee	Regular	15	14	93.33%
Regional Finance Committee	Special	8	7	87.50%
	TOTALS	153	151	98.63%

OTHER COMMITTEES, BOARDS, AGENCIES
SUB-COMMITTEES, ETC.

1. Services for the Elderly Sub-Committee
2. Hamilton-Wentworth Children's Aid Society (C.A.S.)
3. C.A.S. Executive Committee
4. C.A.S. Personnel Committee
5. Task Force on Derelict Buildings
6. Trade Centre/Arena Sub-committee
7. Hamilton Region Conservation Authority (H.R.C.A.)
8. H.R.C.A. Water Management Committee
9. Social Planning & Research Council
10. Hamilton-Wentworth Regional Board of Health
11. Hamilton Special Events Advisory Committee
12. Hamilton Harbour Committee
13. Hamilton Convention Centre Board (H.C.C.)
14. H.C.C. Operations Committee
15. Hamilton Mundialization Committee
16. Parents Without Partners Advisory Board
17. Parks and Recreation Master Plan Committee
18. Regional Suggestion Plan Committee
19. LaSalle Park Sub-committee

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